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ABSTRACT

This manual is designed to help managers help their staffs achieve results. It is concerned with managing the changes that are necessary and with creating conditions for new thoughts and actions to emerge. The emphasis is on promoting a climate in which staff develop new knowledge, skills, and approaches so that challenges can be faced with confidence. The manual is organized in two parts. The first part consists of seven chapters that cover these topics: management, learning, and the management of learning; getting to grips with staff development; diagnosing needs and recognizing opportunities; confirming the need and contracting the action; using closed-circuit television; collaborating with others; and reviewing, evaluating, and maintaining momentum. The second part, which makes up the bulk of the book, contains 35 activities for working with groups to achieve change. The activities include complete procedures for how to carry them out, time required, resources needed, what they are suitable for, and expected benefits. Some of the topics of the activities include the following: raising my awareness of me; improving my listening; overcoming resistance to situations I avoid; widening my support network; reducing harmful stress; discovering new ways to learn; introducing new patterns of work; empowering others; and taking a risk. (KC)

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